



Home Office

National Policing Board Minutes 22 July 2020

Title of meeting	National Policing Board
Date	22 July 2020
Time	10:00-11:30
Venue	Virtual meeting via videoconference
Chair	Rt Hon Priti Patel MP: Home Secretary

Attendees

- Rt Hon Priti Patel MP: Home Secretary (Chair)
- Kit Malthouse MP: Minister of State for Crime and Policing
- Victoria Atkins MP: Minister for Safeguarding
- Dame Cressida Dick DBE QPM: Commissioner of the Metropolitan Police Service
- Martin Hewitt QPM: Chair of the National Police Chiefs' Council (NPCC)
- Paddy Tipping: Chair, Association of Police and Crime Commissioners (APCC)
- Lynne Owens CBE QPM: Director General, National Crime Agency (NCA)
- Mike Cunningham QPM: Chief Executive Officer of the College of Policing
- Sir Thomas Winsor: HM Chief Inspector of Constabulary & HM Chief Inspector of Fire & Rescue Services (HMICFRS)
- Neil Basu QPM: Head of UK Counter Terrorism Policing
- Julia Kinniburgh: Director General, Serious and Organised Crime Group
- Rachel Watson: Policing Director, Crime, Policing and Fire Group
- Dan Greaves: Crime Director, Crime, Policing and Fire Group
- Kenny Bowie: Strategy Director, Crime, Policing and Fire Group
- David Grahame: Acting Director, CONTEST, Office for Security and Counter-Terrorism, for Tom Hurd: Director General, Office for Security and Counter-Terrorism

Special invitees

- John Apter: National Chair, Police Federation of England and Wales
- Paul Griffiths: President of the Police Superintendents' Association
- Chief Constable Ian Hopkins QPM: NPCC lead for Diversity, Equality and Inclusion
- Chief Constable Pam Kelly: NPCC Workforce Lead
- Michael Lockwood: Director General, Independent Office for Police Conduct
- Police and Crime Commissioner Kim McGuinness: APCC Workforce Lead

Welcome and Introduction

1. **RT HON PRITI PATEL MP, HOME SECRETARY**, welcomed members and special attendees. She reflected on the bravery of police officers in response to recent public order disruption and highlighted the challenges of lone actor terrorist activity. She highlighted Operation Venetic as a key success since the previous board, particularly given the operational challenges from COVID-19.

Actions from the previous meeting

2. **THE HOME SECRETARY** summarised actions from the previous meeting and provided updates on work undertaken.

Promoting Diversity and Inclusion in Policing

3. **THE HOME SECRETARY** introduced the item and noted that the uplift programme presented an opportunity to embed cultural change with the next generation of police officers. She remarked that the Race Disparity Audit had highlighted uncomfortable truths for law enforcement and that now was the time for members to ensure policing was more representative of the communities it serves. Greater engagement with communities, and stronger leadership, would support sector efforts to promote diversity and inclusion.
4. **RACHEL WATSON, POLICING DIRECTOR, CRIME, POLICING AND FIRE GROUP**, reported that 50,000 people would join the sector to deliver the 20,000-officer uplift and that this represented an opportunity to make a significant impact on improving diversity. Focus should be maintained on retention and progression of new recruits and the board heard examples of best practice, including the Police Superintendents' Association and College of Policing's mentoring programme for underrepresented groups. It was noted that there was a need to establish a collective consensus on next steps, as well as avoiding duplication and achieving rapid results.
5. **MARTIN HEWITT QPM, CHAIR OF THE NATIONAL POLICE CHIEFS' COUNCIL**, remarked on recent events and recognised that more needed to be done. He explained that Chief Constables' Council had discussed this in depth recently, with the support of several staff associations. He highlighted the need for consistent data collection and presented three priority areas that the NPCC would take forward; exploring BAME employee experience, the use of police powers and its impact on relationships with communities, and ensuring the workforce was equipped with the necessary skills to successfully carry out this engagement.
6. **VICTORIA ATKINS MP, SAFEGUARDING MINISTER** said that lessons could be learned from the Police Cadets' success in engaging and attracting hard to reach communities and urged policing to examine the composition of interview panels. She remarked that policing should do more to create opportunities for young people from disadvantaged backgrounds.

- 7. CHIEF CONSTABLE PAM KELLY, NPCC LEAD FOR WORKFORCE, and CHIEF CONSTABLE IAN HOPKINS, NPCC LEAD FOR DIVERSITY, EQUALITY AND INCLUSION,** agreed that an improved use of data would enable the sector to monitor and respond to emerging issues quickly and support efforts to build an inclusive workforce. **CC Kelly** emphasised the importance of staff surveys to identify areas for improvement and that improved efforts on leadership, including workshops and mentoring programmes for BAME staff, would support this. **CC Hopkins** discussed work undertaken by the NPCC, including peer reviews and the development of a self-assessment tool. He noted gaps in data collection on diversity and inclusion at force level, that the College of Policing should set standards against which HMICFRS could inspect and that leadership and cultural change was needed to make further progress. He concluded by remarking that research had highlighted the need to improve opportunities across a range of underrepresented groups in policing.
- 8. MIKE CUNNINGHAM QPM, CHIEF EXECUTIVE OFFICER OF THE COLLEGE OF POLICING,** fully supported the push to do more and acknowledged that national standards were required to bring greater coherence to the current range of disparate interventions. He called for an improved approach to leadership at all levels in the service in order to guide candidates through the promotion process. He emphasised the importance of first line supervision and that this would contribute to the formation of standards set in the National Leadership Development Framework. He suggested that policing needed to ensure there was a national approach to leadership, diversity and inclusion, and for local forces to adhere to this.
- 9. SIR THOMAS WINSOR, HER MAJESTY’S CHIEF INSPECTOR OF CONSTABULARY,** updated the board on efforts to recast the police inspection framework to support the new sector strategy on diversity and inclusion. In future, this would be inspected through PEEL and Force Management Statements, together with monitoring of retention and attrition. He remarked that each force should pay attention to the diversity and wellbeing of its workforce, including learning lessons from those leaving the force.
- 10. PADDY TIPPING, CHAIR OF THE ASSOCIATION OF POLICE AND CRIME COMMISSIONERS,** updated the board that the APCC was in lockstep with NPCC on the work to date. The APCC had established a task and finish group to improve use of data and promote best practice. He noted there was more to do on retention and progression and remarked that PCCs had a role to play in communicating with young people, not just faith and community leaders, particularly within the African Caribbean community. Continuing, **POLICE AND CRIME COMMISSIONER KIM MCGUINNESS, APCC WORKFORCE LEAD** highlighted the need to be mindful of factoring in the local context within national planning and that PCCs could work closely with the NPCC and College to identify barriers in forces and help with community engagement, particularly where there were concerns over disproportionality. She suggested that efforts to improve inclusivity in forces should be included in all future PCC Police and Crime Plans.

- 11. DAME CRESSIDA DICK DBE QPM, COMMISSIONER OF THE METROPOLITAN POLICE**, said that progress has been made in the last 20 years but that policing faced a reputational challenge it had to overcome. There needed to be a gear shift on this issue with a focus on greater transparency and ensuring we engage with those in our communities who are challenging and to ensure those voices are heard.
- 12. PAUL GRIFFITHS, PRESIDENT OF THE POLICE SUPERINTENDENTS' ASSOCIATION**, remarked that the staff associations should be held to account for improvements on diversity and inclusion and that the sector should implement change with the same focus and pace seen on the COVID-19 response. He updated the Board on efforts made by the Police Superintendents' Association to address issues impeding progress, including quarterly meetings with other staff association leads and key stakeholders. **JOHN APTER, CHAIR, POLICE FEDERATION OF ENGLAND AND WALES**, reported that the Police Federation had been working collaboratively to ensure members from underrepresented groups had the opportunities to progress within the service and support they need to do this.
- 13. THE HOME SECRETARY** concluded the item by endorsing activity to create platforms to engage with young people and reaffirmed her desire for a joined-up national effort to include a diverse range of voices to support this work and ensure a bottom-up approach to improving leadership.
- 14. ACTION: Task and finish groups have been established by members to drive forward activity. However, there needs to be greater co-ordination and consistency. NPCC, APCC and College of Policing to work closely with staff associations and other board members to draw together existing work and establish a national approach. To report back to the NPB at the next meeting.**
- 15. ACTION: Members to ensure a focus on setting coherent standards, improved data collection and that all organisations consider the whole career path. Home Secretary to write to NPB Members to set out expectations.**

Police Uplift Programme

- 16. THE HOME SECRETARY** invited **KIT MALTHOUSE MP, MINISTER OF STATE FOR CRIME AND POLICING**, to introduce the item. He remarked that the uplift programme continued to recruit at pace and was on track to hit the target set for March 2021. He thanked the College of Policing, NPCC and Home Office officials for their work in adapting during the COVID-19 outbreak.
- 17. MARTIN HEWITT QPM** reported that the programme was continuing to receive a high number of applicants per month but that more work was needed on the detail of recruitment data. He also pointed to the stakeholder group the programme was using to help ensure officers and partners were involved in the recruitment efforts.

18. MIKE CUNNINGHAM QPM announced that two thirds of forces were proactively engaged with the College's Online Assessment Centres and that although data was showing no negative impact to BAME candidates from the process, more needed to be done to recruit diverse candidates.

COVID-19: Policing Sector Recovery and Renewal

19. THE HOME SECRETARY reminded members of the discussion on COVID-19 crime trends at the previous meeting and urged members to look to the future and learn lessons from the outbreak. She emphasised there was further work to be done to continue to adapt to new ways of working and resolve issues seen in the criminal justice system and prepare for future challenges, such as local lockdowns.

20. DAN GREAVES, CRIME DIRECTOR, CRIME, POLICING AND FIRE GROUP, updated the board on work with the policing sector to understand the impacts of COVID-19 and provided an assessment of crime trends during the outbreak and beyond.

21. THE MINISTER OF STATE FOR CRIME AND POLICING reported that discussions at the Crime and Justice Task Force had moved the focus of crime strategy to prevention. The board heard of the ambition for the National Crime Laboratory to become a real time crime prevention tool, using a range of data sources from across policing. He updated on efforts taken to increase capacity in the criminal justice system and that progress had been made, including the development of a number of 'Nightingale Courts'.

22. MARTIN HEWITT QPM summarised the cross-cutting themes identified through the output of Operation Talla. The impact of recent events on trust and confidence in policing within certain communities would change how the sector would interact with communities going forward. In particular, the NPCC will need to identify opportunities for more effective engagement with young people. He also emphasised the need to learn from the efficiencies made as a result of COVID-19 to inform future financial planning and for a sharp focus on courts recovery. The board heard that law enforcement should not revert back to inefficient ways of working and that the opportunities presented by COVID-19 to improve existing structures should continue to be exploited.

23. PADDY TIPPING and PCC KIM MCGUINNESS shared concerns around delays to restarting the criminal justice system, particularly to victims and victim services, and welcomed focus on engaging with young people to prevent crime.

24. SIR THOMAS WINSOR updated the board that the HMICFRS inspection programme had been issued for consultation and if approved, would focus on the police response to COVID-19 and other high priority work such as child protection and rape. Their planned COVID-19 work would aim to establish what forces had done well and could

do better at national and regional level as well as identify impacts on the criminal justice system.

25. MICHAEL LOCKWOOD, DIRECTOR GENERAL, INDEPENDENT OFFICE FOR POLICE COMPLAINTS, remarked that the IOPC would look closely at whether there had been an uptick in cases with a mental health element to better understand that trend. The board heard that the use of some powers was still inconsistent between forces, so the IOPC would focus on how to ensure forces can learn from the best.

26. LYNNE OWENS, DIRECTOR GENERAL, NATIONAL CRIME AGENCY, warned of the need for the sector to be prepared for an increase in reporting of hidden crimes, particularly as children go back to school and disclose to trusted adults. Close work with the Home Office on fraud and economic crime was underway focused on illicit financing.

27. In discussion, it was noted by members that lessons should be learned from recent events and that the cross-sector knowledge sharing during COVID-19 should continue. There was a need to focus across all the different systems the police work with including Criminal Justice, Serious and Organised Crime and resilience. **Members endorsed the strategic priorities and future areas of research proposed by Martin Hewitt.**

ACTION: NPCC to inform Members of the outcomes of the Op Talla research and highlight emerging risks, issues or barriers to progressing the strategic priorities. All Members to disseminate to their organisations to ensure the sector can capitalise on the progress made.

National Policing Board sub-governance update

28. THE HOME SECRETARY invited **THE MINISTER OF STATE FOR CRIME AND POLICING** to provide an update on the new NPB sub-governance. The Strategic Change and Investment Board and Crime and Policing Performance Board met for the first time with a focus on homicide and will convene again in the autumn.

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29. No further points of business were made.

Closing

30. THE HOME SECRETARY thanked attendees for their enthusiasm and was hopeful that the sector would continue to seize opportunities and learning and praised the recent good work under challenging circumstances. Policing had a strong future ahead and that people and communities should remain at the heart of the law enforcement agenda.